No DTR Copy of End-of-Course
Report has been found
in the files as of 5-15-79

MIDCAREER COURSE

NO. 34

OPENING DAY

USIB Conference Room

PHASE I

THE MANAGERIAL GRID

███████████████████

25X1A

PHASE II

THE AGENCY

███████████████████

25X1A

and

Washington Area Installations

Opening Day 1 November 1972
Phase I 5-10 November 1972
Phase II 12 November-1 December 1972

MIDCAREER COURSE

NO. 34

CHAIRMAN:	███████████████	25X1A
	Room 933, Chamber of Commerce	
	Extension 2452	
CO-CHAIRMEN:	███████████████	25X1A
	Room 933, Chamber of Commerce	
	Extension 2452	
	███████████████	25X1A
	Room 933, Chamber of Commerce	
	Extension 2452	
TRAINING ASSISTANT:	███████████████	25X1A
	Room 933, Chamber of Commerce	
	Extension 2452	

FOREWORD

The Midcareer Course is the product of the determination at the highest levels of the Agency that promising officers be given an opportunity to widen their understanding of management practices, of current developments and problems in the Agency and the Intelligence Community, and of major issues facing the Government, especially in the international field.

Phase I of the Course consists of a study of "The Managerial Grid" as a framework for understanding and applying effective managerial behavior. It provides an opportunity to examine individual assumptions and to practice selected skills.

Phase II deals primarily with the functions, relationships, and problems of various Agency components.

The 34th running of the Course will have an experimental one-week block of instruction on Management Science at the end of Phase II.

During the final portion of the Course, Phase III, attention is focused primarily upon the activities of certain other organizations in the Intelligence Community, major developments and trends in World Affairs, and upon some elements of national power which affect the U.S. Government's ability to exert influence on the international scene.

MIDCAREER COURSE OBJECTIVES

1. To inculcate pride in the professionalism of the Agency and its work.

2. To widen perspectives beyond one's own job and experience.

3. To create team spirit through greater knowledge of the missions, functions, personnel and problems in other offices.

4. To provide greater knowledge of other Community agencies.

5. To provide greater knowledge of international affairs and domestic matters as they pertain to foreign relations.

6. To provide new insights into managerial styles and problems.

7. To remotivate mid-grade officers for taking on new responsibilities.

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WEDNESDAY, 1 November 1972
(USIB Conference Room, 7E-26)

INTRODUCTION TO THE COURSE

1300	Registration		
1315-1415	Introduction to the Course	▆▆▆▆▆▆▆	25X1A
		Chairman Midcareer Course SIWA/OTR	
		▆▆▆▆▆▆	25X1A
		Co-Chairman Midcareer Course SIWA/OTR	
		▆▆▆▆▆▆▆	25X1A
		Co-Chairman Midcareer Course SIWA/OTR	
1500	Welcoming Address		

William E. Colby
Executive Director-Comptroller

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PHASE I
THE MANAGERIAL GRID

Sunday, 5 November 1972

1515	Arrival ██████████████████		25X1A
25X1A 1545	Welcome ████ and Security Briefing (Please convene in Classroom 11-- CR-11)	███████████████	25X1A
25X1A 1630	Open House ███████		
1730	Dinner (Mess Hall)		
1830	Grid Work	████████	25X1A
		Instructors, Management Faculty	

Monday, 6 November through Thursday, 9 November 1972

0800-2200	Grid Activities (Finishing times each evening depend on the individual teams. A detailed schedule for the week will be posted in CR-11)	███████████ Instructor, Management Faculty	25X1A
		███████████ Instructor, Management Faculty	25X1A

Friday, 10 November 1972

0800-1200	Grid Work
1200	Lunch
1300-1430	Complete Grid Work
1430	Briefing for Phase II
1500	ETD for Drivers and Passengers

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SUNDAY, 12 November 1972

██████████████████████   25X1A

1200-1930   Arrive at ████████████████████   ░░░   25X1A

1630-1730   Mess Hall open for Dinner

25X1A   1730   ████████ open
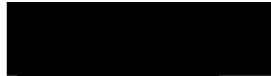
25X1A   1930-2130   Class convenes at ████████ for   25X1A
                     informal session and introductions   ██████████
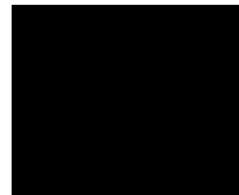
PHASE II
THE AGENCY

MONDAY, 13 November 1972
IC, DCI, DDS&T Areas

0800-0830	Convene in Classroom (CR-11) Course Administration		
0840-0940	Reading (ONE and OER Booklets, other Handouts)		
0945-1200	"The Agency and the Intelligence Community--Developments and Prospects"	███████████ Chief, Community Comptroller Group, Intelligence Community	25X1A
	Lunch (Normal mess operating hours 1130-1245)		
1345-1445	"The Agency's Relations with Congress"	John Maury Legislative Counsel	
1500-1700	"The Challenge of Change to CIA"	███████████████ 25X1A Special Assistant to DD/S&T	
	Dinner (Normal mess operating hours 1700-1845)		
25X1A 1900-2100	Informal Session████████████	██████████████ John Maury ██████████████	25X1A 25X1A

TUESDAY, 14 November 1972
DCI, IC, DDI Areas

0800-0845	Reading		
0855-0940	Film: "National Intelligence Estimates" Theater		
0945-1045	"New Approaches to NIE's"	███████████ Deputy Director of National Estimates	25X1A
1100-1200	"The Intelligence Community Staff and Product Improvement"	███████████ Chief, Product Review Group, Intelligence Community	25X1A
	Lunch		
1400-1630	"Developments in Photographic Intelligence" Arena B	Arthur Lundahl Director, National Photographic Interpretation Center	
1630-1700	Review Session Planning	Red Team	
	Dinner		
25X1A 1900-2100	Informal Session ███████	███████████ Arthur Lundahl ███████████	25X1A 25X1A

C O N F I D E N T I A L

WEDNESDAY, 15 November 1972
DDS Area

0800-0900	Review Session of First Two Days	Red Team
0910-0940	Individual Student Presentations	
0945-1045	"Financial Operations in the Agency"	Thomas Yale Director of Finance

25X1A

1100-1200	"Security Considerations in Accomplishing the Agency's Mission"	Howard Osborn Dep. Director of Security
	Lunch	
1345-1445	"Logistical Support of the Agency's Activities"	John Blake Director of Logistics
1500-1700	"Personnel Management and Problems"	Harry Fisher Director of Personnel
	Dinner (Cookin ███	

25X1A

25X1A 1900-2100 Informal Discussion ███

Thomas Yale
Howard Osborn ███ 25X1A
John Blake
Harry Fisher

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THURSDAY, 16 November 1972
DDS Area

0800-0940	Individual Student Presentations		
0945-1045	"Records and Intelligence"	████████████ Agency Records Management Officer	25X1A
1100-1200	"Developments in CIA Training"	████████████ Deputy Director of Training	25X1A
	Lunch		
1315	Administration Time		
1345-1545	"The Agency's Medical Services"	Dr. John Tietjen Director of Medical Services	
		████████████████ Chief, Psychological Services Staff	25X1A
		████████████ Psychiatric Staff	25X1A
		████████████ Deputy Chief, Operations Division	25X1A
1600-1700	"The Support Services"	John Coffey Deputy Director for Support	
1900-2100	Informal Discussion	████████████ Dr. John Tietjen John Coffey	25X1A

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FRIDAY, 17 November 1972
DDS Area, ███████████   25X1A

0730-1030	Travel Time		
1030-1130	"Developments in Agency Communications"	███████████ Director, Office of Communications	25X1A
1130-1215	Demonstration of Communications Equipment	████████████████	25X1A
	Lunch		
25X1A 1300-1445	Briefing and Tour of ███████ Laboratory	████████████ Laboratory	25X1A
1500-1600	Special Programs Briefing	████████████ Chief, Special Programs Staff	25X1A

<u>SUNDAY, 19 November 1972</u>
<u>Field Trip</u>

1245 EDT	Convene at Headquarters (SW Entrance) Special Bus Leaves Headquarters for Andrews AFB
1345-1645	Flight from Andrews AFB to Patrick AFB, Cocoa Beach, Florida (Orange Team will plan Review Session of DDS block of instruction during flight)

<u>MONDAY, 20 November 1972</u>

0830-1430	Briefings and Tour at NASA, Cape Kennedy
1500-1800	Flight from Patrick AFB to Andrews AFB
1815-1900	Bus to Headquarters

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TUESDAY, 21 November 1972
DDS&T Area   Room 6E60

25X1A

0800-0830	Individual Student Presentations	
0840-0940	"Overview of S&T in CIA"	
		25X1A
0945-1045	"ELINT Activities"	25X1A
1100-1200	"The Agency's Research and Development Program"	
	Lunch	
1330-1430	Review Session (DDS Area)	Orange Team
1445-1545	"The Office of Special Projects"	Deputy Director of Special Projects 25X1A
1600-1700	"Everything You Ever Wanted to Know About Computers--But Were Afriad to Ask"	John Iams Director of Computer Services
1730-1930	Informal Discussion - Executive Dining Room (7D42)	Carl Duckett John McMahon Sayre Stevens 25X1A John Iams 25X1A

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WEDNESDAY, 22 November 1972
DDS&T, DDI Areas

0800-0900   Individual Student Presentations
             (Room 6E60)

0915-1015   "Scientific Intelligence"   ██████████████ 25X1A
                                                          Director of Scientific
                                                          Intelligence

1030-1130   "Foreign Missile and Space   ██████████████ 25X1A
             Analysis"   David Brandwein
                                             Dep,   Director of Foreign
                                                          Missile and Space
                                                          Analysis

             Lunch

25X1A   1200   Bus to ████████

25X1A   1230-1500   "The Imagery Analysis Service"   George Allen
                    (3N 117 -████████   Director, Imagery
                                                      Analysis Service

             Tour and Visit with Analysts

1510   Bus to Headquarters

THURSDAY, 23 November 1972

HAVE A HAPPY THANKSGIVING!
(Don't eat too much)

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FRIDAY, 24 November 1972
DDP Area, ███████████████   25X1A

0800	Depart West Parking, Chamber of Commerce Bldg.	
25X1A 0850	Arrive ████████	
0900-1000	"Technical Services in Support of Operations"	████████████ 25X1A *Dep.* Chief, Technical Services Division
1000-1130	Tours of Laboratories	TSD Staff
	Buffet Lunch	
1230-1500	Tours continued	TSD Staff
1515	ETD	

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SUNDAY, 26 November 1972

█████████████████████████   25X1A

25X1A   1200-1930   Arrive ████████

        1630-1730   Mess Hall open for Dinner

25X1A   1730   ████████ open

        1930-   Informal Discussion   ████████████   25X1A
25X1A   ████████████

                Individual Student Presentations

                (Blue Team will plan Review Session
                of Florida trip, DDS&T, IAS, and TSD
                during evening)

CONFIDENTIAL

MONDAY, 27 November 1972
DDI Area ▆▆▆

25X1A

0800-1015   Individual Student Presentations

1030-1130   "New Emphasis on Economic Intelli   Maurice Ernst
             Intelligence"   Director of
                                                  Econimic Research

             Lunch

1330-1430   Review Session (Florida Trip,   Blue Team
             DDS&T, IAS, TSD)

1445-1545   "The Agency's Responsibility in   Bruce Clarke
             Strategic Research"   Director of
                                                  Strategic Research

1600-1700   "CIA's Current Intelligence Role"   Richard Lehman
                                                  Director of Current
                                                  Intelligence

             Dinner

1900-2100   Informal Session   Maurice Ernst
                                                  Bruce Clarke
                                                  Richard Lehman

                                                  ▆▆▆▆▆▆▆▆▆ 25X1A

                                                  C/middle East -AF Div., OCI

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TUESDAY, 28 November 1972
DDI Area

0800-0940   Individual Student Presentations

0945-1045

STATSPEC   ████████████████████████████████

25X1A   1100-1200 ████████████████████████████

             Lunch

1300-1400   "Basic and Geographic Intelligence"   John Kerry King
                                                     Director of Basic and
                                                     Geographic Intelligence

1415-1515   "Where to Go for the Answers --   Harry Eisenbeiss
             The Central Reference Service"   Director, Central
                                                     Reference Service

1530-1630   Individual Student Presentations

             Dinner
                                                     Paul Walsh
1900-2100   Informal Session   Edward Proctor
                                                     Dep. Deputy Director for
                                                     Intelligence

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WEDNESDAY, 29 November 1972
DDP Area

0800-0830	Review Session Planning (DDI)	Green Team	
0840-0940	Review Session (DDI)	Green Team	
0945-1130	"Overview of the Clandestine Service"	██████████ Chief, FI Staff	25X1A
	Lunch		
1320-1350	Individual Student Presentation		
1400-1520	██████ Activities"	████████████	25X1A
1530-1700	"Counterintelligence Operations"	██████████ Deputy Chief, Near East Division	25X1A
	Dinner		
1900-2100	Informal Session	████████████	25X1A

25X1A

25X1A

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C O N F I D E N T I A L

THURSDAY, 30 November 1972
DDP Area

0800-0940   Individual Student Presentations

25X1A   0945-1145   ██████████████████████   ████████████████   25X1A

████████████████████   25X1A

Officer, Africa
Division

Lunch

25X1A

1320-1350   Individual Student Presentation

1400-1520   "Target: China"   ████████████████████████

1530-1700   "Target: Soviet Bloc"

Dinner

1900-2100   Informal Session   ████████████████   25X1A
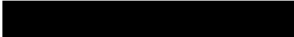
25X1A   ██████████████

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FRIDAY, 1 December 1972
DDP Area

0800-0940   Individual Student Presentations

0945-1145   "Cover: Official and Nonofficial"   ███████████   25X1A
                                                       Chief, Central
                                                       Cover Staff

25X1A   1200   ████████████████████████

1315-1515   Informal Discussion   Thomas Karamessines
                                            Deputy Director
                                            for Plans

1530   ETD

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MIDCAREER COURSE

NO. 34

PHASE II

THE AGENCY

MANAGEMENT SCIENCE

FOR INTELLIGENCE

Defense Intelligence School

Building T-4, Room 100, Anacostia Annex

Management Science

4 - 8 December 1972

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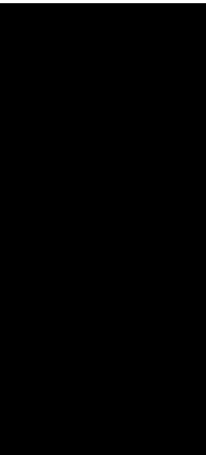
MONDAY, 4 December 1972
(Defense Intelligence School)

0900-0940   Check In, Administration
              and Security

25X1A

0940-1020   Introduction and Objectives

1040-1200   Management Functions and the
              Relevance of Management Science,
              What Does Information Science
              Have to do with Intelligence?

              Lunch (Review Session Planning -
                    Red Team)

1300-1420   Introduction to Systems Concepts

1440-1600   Intelligence On-Line Systems

              Terminal Exercise

1600-1630   Research and Study
              Secure the Area

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TUESDAY, 5 December 1972

~~0800-0900~~	~~Review Session (DDP Area)~~	~~Red Team~~
0900-1020	Storage and Retrieval for Management Applications	
1040-1200	Storage and Retrieval Exercise	
	Lunch	
1300-1420	Probability, Statistics and Decision Making	
1440-1600	Probability, Statistics and Decision	
1600-1630	Research and Study Secure the Area	

25X1A

WEDNESDAY, 6 December 1972

0830-0900	ISP
0900-0940	Analytical Reasoning
0940-1020	Decision Tree Analysis
1040-1200	Network Analysis
	Lunch
1300-1420	Bayesian Inference in Intelligence and Management
1440-1600	Bayesian Exercise
1600-1630	Research and Study Secure the Area

25X1A

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THURSDAY, 7 December 1972

0830-0900   ISP

0900-1020   PERT

1040-1200   Resource Allocation and Linear
             Programming for Management
             and Intelligence

             Lunch

1300-1420   Resource Allocation and Linear
             Programming for Management
             and Intelligence

1440-1600   Linear Programming Exercise

1600-1630   Research and Study
             Secure the Area

25X1A

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FRIDAY, 8 December 1972

0900-1020   On-Line Network Applications
             for Management

1040-1200   Correlation and Regression for
             Intelligence and Management

             Lunch (Review Session Planning -
                 Orange Team)

1300-1520   Correlation and Regression for
             Intelligence

1530   Review Session (Management
             Science)

             Checkout

25X1A

MIDCAREER COURSE

NO. 34

PHASE III

THE INTELLIGENCE COMMUNITY

AND

WORLD AFFAIRS

Sunday - Wednesday, 10-13 December 1972

█████████████████████████

25X1A

Thursday - Friday, 14-15 December 1972
Headquarters, Room 1 E 78

Sunday - Thursday, 17-21 December 1972
Field Trip

Friday, 22 December 1972
USIB Conference Room (7 E 26)

PHASE III

10 - 22 December 1972

EX-2, AFDCI, WISISM

MIDCAREER COURSE

NO. 34

CHAIRMAN: ████████████   25X1A
                          Room 933, Chamber of Commerce
                          Extension 2452

CO-CHAIRMEN: ███████████   25X1A
                          Room 933, Chamber of Commerce
                          Extension 2452

                                    ███████████   25X1A
                          Room 933, Chamber of Commerce
                          Extension 2452

TRAINING ASSISTANT: ██████████   25X1A
                          Room 933, Chamber of Commerce
                          Extension 2452

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PHASE III

THE INTELLIGENCE COMMUNITY

AND

WORLD AFFAIRS

SUNDAY, 10 December 1972

███████████████████████████   25X1A

	1630-1700	Arrival ████████████████████████	25X1A
25X1A	1700	████████ Open	
25X1A	1800	Buffet Dinner in ████████	
	1900-2100	Informal Discussion (A-3 Day Room)	William E. Colby Executive Director- Comptroller

MONDAY, 11 December 1972

25X1A

0830	Welcome by Chief, ▮▮▮▮▮	**25X1A**
	Building, 2nd Floor Conference Room)	
0900-1230	"FPB in the Agency Environment"	**25X1A**
		Planning, Programming and Budgeting Staff

Lunch

1315-1415 Q and A
~~1330-1430~~ ~~Individual Student Presentations~~

~~1445-1545~~ ~~"International Narcotics Control"~~ ▮▮▮▮▮ **25X1A**
1430-1530 *Review Session* Staff Coordinator for Cabinet Committee on International Narcotics Control

1600-1700	"The Agency's Role in Narcotics Control"	**25X1A**
		Chief, NARCOG
	Dinner	
1900-2100	Informal Discussion (A-3 Day Room)	**25X1A**

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TUESDAY, 12 December 1972

25X1A

0800-0830   Individual Student Presentation

0845-1015   "The SALT Talks"   25X1A
                                                 Executive Secretary,
                                                 SALT Steering Group

1030-1200   "Current Developments and   The Honorable
             Problems Facing the U.S.   Charles A. Meyer
             Government in Latin America"   Assistant Secretary
                                                 for Inter-American
                                                 Affairs, Department
                                                 of State

             Lunch

1300-1330   Individual Student Presentation   Carla Rethmeyer
                                                  Richard Newell
1345-1515   "Prospects for Soviet-   Helmut Sonnenfeldt
             American Relations"   Senior Staff Member,
               MAG   National Security Council

1530-1700   "Recent Developments in and   Richard Solomon
             Outlook for Sino-American   Senior Staff Member
             Relations"   National Security
                                                 Council

             Dinner

1900-2100   Informal Discussion   Helmut Sonnenfeldt
                                                  Richard Solomon

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WEDNESDAY, 13 December 1972

███████████████████   25X1A

0845-1015   "Treasury's Role in the   William Bray
             Intelligence Community"   Special Assistant for
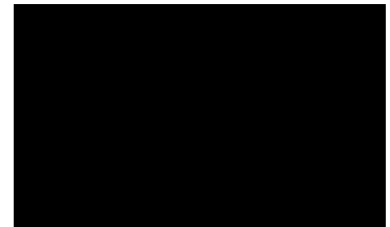   National Security
                                              Affairs, Department
                                              of the Treasury

1030-1200   "The U.S. in a Changing   Edward Allen
             World Economy"   Deputy Assistant
                                              Secretary of Commerce

             Lunch

                                              ██████████████████   25X1A
1300-1600   "Vietnam Perspective"   ██████████████████
                                              ██████████████████
                                              ██████████████████
                                              ██████████████████
                                              ██████████████████

                                              Pep. SAVA

1615   ETD

CONFIDENTIAL

THURSDAY, 14 December 1972
(Headquarters, Room 1 E 78)

0815-0945	Tours: CRS and PSD	
1000-1200	"The National Security Agency"	███████████ 25X1A Deputy Assistant Director for Production, National Security Agency
	Lunch	
1245-1415	Tours: Commo and Ops Center	
1430-1630	"Soviet Strategic Capabilities"	Bruce Clarke Director of Strategic Research
1630-1700	Course Administration	

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FRIDAY, 15 December 1972
(Headquarters, Room 1 E 78)

0815-0940	Tours: FSD and CRS	
0950-1115	Tours: Ops Center and Commo	
1130-1230	"The Defense Intelligence Agency"	████████ 25X1A Assistant Deputy Director for Estimates, Defense Intelligence Agency
	Lunch (Review Session Planning During Lunch -- Blue Team)	
1315-1415	Review Session (Phase III)	Blue Team
1430-1630	"How To Read A Foreigner"	James Bostain Scientific Linguist Foreign Service Institute, Department of State

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SUNDAY - THURSDAY, 17-21 December
Field Trip

Sunday, 17 December 1972

1300 EST	Convene at Headquarters (SW Entrance)
1315	Special Bus leaves Headquarters for Andrews AFB
1400-1600	Flight from Andrews AFB to Charleston AFB, South Carolina

Monday, 18 December 1972

0800-1630	Briefings and Tours Charleston Naval Base

Tuesday, 19 December 1972

0800 EST	Depart Charleston AFB
1100 CST	Arrive Offutt AFB, Omaha, Nebraska Lunch Officers Club
1300-1700	Briefings and Tour SAC Headquarters

Wednesday, 20 December 1972

0800-0900	Tour of Command Center, SAC Headquarters
0930 CST	Depart Offutt AFB
1030 MST	Arrive Warren AFB, Cheyenne, Wyoming
1130	Lunch
1230-1700	Briefing and On-base Tour

Thursday, 21 December 1972

0800-1100	Tour of Minuteman Silo Control Site
1100-1200	Lunch
1215 MST	Depart Warren AFB
1915 EST	Arrive Andrews AFB
1930-2015	Special Bus to Headquarters

NOTE: The above Field Trip Schedule is subject to change and will be confirmed the week before the trip.

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FRIDAY, 22 December 1972
(Headquarters, USIB Conference Room, 7 E 26)

0830-0900   Review Session Planning   Green Team
             (Field Trip)

0900-0930   Course Administration

0945-1145   "Inventing the Future"   Richard C. Collins
                                                Professor of Public
                                                Affairs and Admin-
                                                istration, Federal
                                                Executive Institute

             Lunch

1245-1345   Review Session (Field Trip)   Green Team

1345-1445   Overall Critique

1445   Informal Remarks

                    Lieutenant General Vernon A. Walters
                    Deputy Director of Central Intelligence

             Award of Certificates   Hugh T. Cunningham
                                                Director of Training